

Document No. 10
NO CHANGE in Class. ☐
Approved For Release 2001/08/15 : CIA-RDP61-00017A000130013-4
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Class. CHANGED TO: TS S
DDA Memo, 4 Apr 77
Auth: DDA REG. 77/1763
Date: 020278 By: 025
Security Information
TRNG 4-1-4
24 August 1952

MEMORANDUM FOR: The Deputy Director of Training (General)
FROM: Chief, Management Training Division
SUBJECT: Executive, Administrative, and Supervisory Training Branch

MISSION

It is the mission of the Management Training Division to plan, initiate, conduct, and supervise functional training programs that will significantly advance the techniques of effective management throughout CIA.

The Executive, Administrative, and Supervisory Training Branch develops programs to strengthen the processes of management from the level of the Director of Central Intelligence down to the level of the first line supervisor.

The Clerical Training Branch provides training programs to increase the efficiency of all categories of clerical personnel throughout the Agency.

FUNCTIONS

This memorandum is addressed to the developing program of the Executive, Administrative, and Supervisory Training Branch and does not at this time include further discussion of the Clerical Training Branch. It is assumed that the functions and qualifications of personnel in the Clerical Training Branch do not constitute a problem just now.

Executive, Administrative, and Supervisory Training Branch

Management is the process of getting work done through people. Basic management doctrine in essence is the same for a first line supervisor as for the director of a government agency, - the applications will differ, of course, with the specific operating circumstances of each management situation.

CIA has reached the stage in its growth as an organization when significant progress can be made in achieving the mission of the Agency by instituting functional programs of management training. It is particularly important in a foreign affairs agency like this, where emphasis tends to be given to substantive or professional functions, that the vital administrative or management functions not be overlooked. To date, it is quite evident that the processes of management have been neglected in this Agency.

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It is worth noting, also, that throughout the Agency there is ready recognition of the need for management training and there is spontaneous interest in proposals to commence programs that will develop common understandings of the means for achieving effective management in practice.

The Office of Training appears to be the logical catalytic agent to promote sound management doctrine and to assist operating personnel with management responsibilities to work together in tackling the basic management problems wherever they may exist at all administrative levels throughout CIA.

CIA Human Resources Program

The attached two page statement, prepared to answer numerous inquiries about this program, outlines an approach to achieve a lowest common denominator of management understanding among all management people.

The program is aimed at a fuller utilization of our human resources; its application is as appropriate in the office of the DCI as in the office of a first line supervisor.

This program has recently been installed in ORR. The first group of management personnel included the AD, his immediate staff, and the division chiefs. It is planned next to carry on this program with groups of branch chiefs, section chiefs, and unit chiefs, until all management personnel in the Office have been included.

It is proposed to carry this program throughout the Agency, office by office, until every person with management responsibilities has become a participant in this approach toward improving the whole supervisory process,-- particularly, with reference to improving human relations.

It is to be noted that the Human Resources Program, once begun in any organizational component, goes on practically forever through the follow-up meetings that it is planned to hold every six weeks. This program can become, therefore, a core for all other short-term programs that may be designed to improve management operations in the Agency.

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Personnel Evaluation Report Training Program

The immediate job being handled by the Executive, Administrative, and Supervisory Training Branch is the implementation of the personnel evaluation program. This Branch has assumed the responsibility for seeing that all supervisors throughout CIA are trained in the use of the Personnel Evaluation Report. By supervisors is meant anyone who supervises anyone else: from General Smith to the first line supervisor of messengers.

This program has required close participation by the Chief of the Management Training Division in the planning and policy formulation of the personnel evaluation program in the Personnel Office.

Administrative Training Program

By the first of the year it is expected that an Administrative Training Program will be launched for administrative officers throughout CIA. This will be built around continuous, rotating seminars for administrative officers with representatives of the service offices: DDA, Personnel, Comptroller, Procurement and Supply, Organization and Methods, Administrative Service, Security. When appropriate, the overt and the covert offices will be treated separately.

It is believed that regular monthly meetings, carefully programmed in advance, could be held with great mutual profit to the administrative officers and to the service offices, especially since there seems to be a good deal of turnover among administrative officers.

Other Programs in the Management Field

As a result of instituting the Human Resources Program throughout the Agency, and as a by-product of carrying out the Personnel Evaluation Report training program, it is expected that there will be demands for specific short-term training programs to meet the specific management needs of the various segments of the Agency.

Until the Management Training Division has a firm T/O, and individuals in the T/O to carry out the foregoing functions, this Division will not undertake any more in the way of management training than has been indicated above. As it is, it is going to be extremely difficult to find the people who are competent to do the kind of job that must be done in CIA if management training is to be functional to the management needs of this agency.

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QUALIFICATIONS OF PERSONNEL

Three positions have been proposed for the Executive, Administrative, and Supervisory Training Branch: GS-14, GS-13, and GS-12.

The qualifications for these positions differ only in degree of skill and extent of applicable experience.

At present, men would be preferred for the GS-14 and GS-13 positions. For the GS-12 position, it is desirable to have a woman who has had successful experience in working with and training supervisors.

The common elements for these positions are:

Age: 30 - 50

Education: M. A. or Ph.D. in public administration, educational administration, educational guidance, or industrial psychology.

Experience: Successful experience in administrative work and in group leadership in industry, business, education, or government.

Should have held positions of administrative responsibility.

Should have had successful experience working with supervisors.

Should have had experience as a training officer in government.

Primary Qualifications: Recognized competence and considerable skill in leading group discussions on supervisory problems or general management problems.

Desirable: To be able to qualify for all the following Civil Service registers:

Administrative Officer	EC-11	GS level of position
Educational Specialist	EC-21	" " " "
Foreign Affairs Officer	EC-23	" " " "

The GS-14 Training Officer will serve also as deputy-chief of the Management Training Division; he should be qualified to handle top level management groups.

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The GS-13 Training Officer would be in charge of the administrative training program and would work also on supervisory training.

The GS-12 Training Officer will be concerned primarily with supervisory training within the frame-work of the Human Resources Program.

The request for FY 53 is three slots: GS-14, GS-13, and GS-12. This is an absolute minimum in terms of grade levels. For FY 54 the request for the Executive, Administrative, and Supervisory Training Branch is also three slots, but the grade levels have been raised to GS-14, GS-14, and GS-13.

Getting the People We Need

The immediate job of the Executive, Administrative, and Supervisory Training Branch is the Personnel Evaluation Report training program.

The main job of the Management Training Division for the year ahead is to install the Human Resources Program in each office of the Agency.

The Human Resources Program is only presented upon request; it will not be forced on any part of the Agency; it cannot be carried on by fiat. But sufficient interest has already been expressed in this program to indicate that the present staff of the Management Training Division assigned to this program, [REDACTED] will have an extremely heavy schedule during the next ten months in meeting the developing requests for this service.

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The Administrative Training Program will be commenced as soon as someone is available to assist with it.

It is necessary to be completely realistic in estimating our requirements for the Executive, Administrative, and Supervisory Training Branch, especially in terms of GS levels.

It must be kept in mind that Training is a staff qualitative job, it is not a line quantitative job. GS levels in Training must be on the basis of qualitative competence, they can never be on the basis of quantitative line responsibility. GS level in Training can have very little relation to the number of individuals supervised. Management training is a high level professional job.

More realistically, quite apart from arguments on classification doctrine, is the problem of attracting to a management training job the type of person who can do it well. In this agency, which is made up of a relatively sophisticated group of people, any management training attempted must be done extremely well. Mediocrity cannot be tolerated.

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Fortunately, we have a training officer already in the Management Training Division who is unusually well qualified for the GS-12 slot in the Exec, Admin, and Sup Tr Br. I have recommended that Miss [redacted] at present Chief of the Clerical Training Branch, GS-11, be transferred and promoted to the GS-12 position in the Exec, Admin, and Sup Tr Br.

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There are today only two or three individuals in government who have the ability, and the interest in training, to measure up to the requirements of the GS-13 and GS-14 slots in the Exec, Admin, and Sup Tr Br.

There are a number of good people in government who could do an excellent job of management training in this agency, but they are deputy-office directors, top operating officials, or are planning soon to leave government to return to \$40,000 a year jobs in business and industry.

Among those who have elected training as their field of interest in government, there are virtually no individuals that we could use for management training in CIA. Having had an intimate knowledge of training in government for the past ten years, and having been in CIA for eighteen months, I am simply stating a fact.

During the past ten years, very little that is noteworthy has been done in the field of management training in government,-- largely due to the mediocre calibre of the individuals trying to do the training.

If this agency is to avoid the mistakes in training policy that have been made by the other government agencies in recent years, we will recognize that management training has a vital contribution to make in improving the efficiency of operations throughout the Agency, and we will comprehend that the GS levels of the positions in management training will have to be high enough to get the kind of people who can do this job.

If the Agency is unwilling to pay the price, the job cannot be done. Even if we made all the management training jobs GS-16, it would still be difficult to find good people for this particular type of work in this agency.

If it is not possible to secure the slots recommended: GS-14, GS-13, and GS-12 for FY 53, let us not fool ourselves about management training. We'll simply cancel the program plans and get the word out that management training will have to wait until the Agency can afford it.

Although I am sure that we can move ahead as we have planned, there should be no doubt in anyone's mind that the personnel requirements for management training are extremely high and can seldom be met below the level of GS-15.

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Attached:

CIA Human Resources Program

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